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7 April 1951

25X Auth: 20/03/78 By:

Date: 20/03/78

TO : Chief, TRD

FROM : Chief, DDS

SUBJECT: Proposal for Doctrine Development Program

1. It has become apparent that a great many demands are currently being made of TRD in the fields of doctrine development and of written statements on operational problems. The Staybehind Committee of OSO has, as you know, submitted a number of subjects to TRD to be covered in "working papers", and OPC has, in the preparation of its manuals, depended heavily upon TRD for criticism and support. The E and E manual, for example, is largely based upon material prepared by the Operations Course and other instructors; the guerrilla warfare draft manual has been severely criticized, and several suggestions have been made unofficially and informally that TRD undertake the job of reworking the material if a similar situation prevails in the case of the psychological warfare manual, and will undoubtedly develop when the comments on the economic warfare manual are submitted. In fact, in each case where something concrete has been produced, the TRD review or contribution has been given considerable weight.

2. In all these activities no explicit recognition of a long-term TRD function in the field of doctrine has developed, although the tendency to depend upon and exploit TRD facilities has steadily become more and more pronounced. It is suggested, therefore, that a basis exists for the opening of discussions with both ADSO and ADPC concerning the desirability of formalizing this TRD effort into a properly delegated -- and adequately supported -- function.

3. It is clear that the need for a properly codified and consistent body of operational doctrine is now generally recognized. Production of such material on a piecemeal, unintegrated basis will never develop the sound and internally consistent product which is so urgently required, and the likelihood of adequate revision and improvement of such material is, for very practical reasons, quite remote, since no one unit will carry the responsibility for such revision. It also seems likely that the cumbersome process by which OPC manual production is being handled at present is inevitably frustrating and time-consuming, as well as inordinately expensive.

4. It is proposed, therefore, that this problem be raised with the Joint Training Committee in the following terms:

a. TRD, if properly authorized and supported, is willing to assume

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both OSO and OPC.

b. The product of such development work would be released for use by all interested parties only with the prior approval of the Assistant Director responsible for the field concerned, and would be authenticated by such staff unit or units as are assigned the task by the respective offices.

c. The task should be approached through three lines:

(1) A first priority emergency program, aimed at the formalizing and reduction to writing of material at present in use by TRD, primarily in the fields of basic tradecraft and current operational problems, emphasis being placed upon the preparation of agent training material.

(2) A second, emergency, program, aimed at reducing to paper the operational fundamentals of each of the specialized fields of clandestine activity.

(3) A third, long-range program, aimed toward the orderly and continuous review of basic doctrine in order to assess its continued validity, and a continuing review of operational experience with the aim of developing material on new fields and new problems.

d. As has been proposed in a separate memorandum addressed to the Deputy for Staff Training, the first of these programs can be developed within the framework of existing TRD resources if a schedule readjustment can be made to free present staff from the current instructional load for a period of two weeks. Details of this proposal and the results to be achieved are included in the referenced memorandum.

e. The second of these programs can be implemented if the appropriate offices can be induced to provide personnel support by assigning a small number of trained, qualified staff members to work as a task force in TRD for a period of three to four months. It is estimated that a group of six suitable persons (grades 11 and 12), who are destined ultimately for field assignments, could, under adequate TRD direction and with TRD support, produce eminently satisfactory OPC operational manuals suitable for agent training, and with certain supplements, for staff officer guidance, training, and reference use. A similar product could be developed for OSO if two such persons could be given such assignments for a similar period.

In addition to the assignment of personnel, each office would be required to authorize the persons engaged in the program to have free access to all persons in the offices concerned and, through a proper

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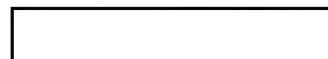
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procedure and control, to all but the most sensitive current operational information. It must be emphasized that this last requirement does not involve the direct inclusion of data concerning such operations into the final product, but rather provides a means of checking and testing the material included to ensure that it:

- (1) Covers current problems adequately and accurately;
- (2) Presents currently practical recommendations; and
- (3) Adequately reflects current facts of operational significance concerning present targets, opposition, and environments.

g. Implementation of the long-range aspect of this program will require the development of an adequately staffed and supported doctrine development staff within TRD. A statement of the proposed program and of the facilities required for its implementation is attached hereto.



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